

ORGANIZING AND FINANCING THE FOOD UNIT OF A COOPERATIVE
RESIDENCE HALL FOR ONE HUNDRED RESIDENTS

by

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TABLE OF CONTENTS

	<u>Page</u>
INTRODUCTION	2
REVIEW OF LITERATURE	3
PROCEDURE	8
DISCUSSION	15
SUMMARY	41
ACKNOWLEDGMENT	41
LITERATURE CITED	42

INTRODUCTION

The financial stringency of the present time is creating a definite trend on the part of college students toward interest in cooperative living. There are some students whose interest arises from their desire to maintain acceptable standards of living on a reduced budget. There are others whose interest comes from the necessity of continuing partial self support while in school. The total number of these two groups is such as to make the development of cooperative residence halls obligatory upon most campuses. The problem in its modern form is so recent that little material that bears on present day student life is available.

However, even casual scrutiny shows that in a cooperative hall, the work in which the students participate may be considered roughly as falling into three units:

(1) Office work, such as meeting guests and attending the door, receiving telephone calls and relaying them, and taking such records as may be required of the comings and goings of the resident students.

(2) Housekeeping activities such as care of drawing room, living rooms, music room, guest room, bath rooms, halls, and corridors as well as the checking in and out of

the household linens, and similar activities.

(3) The preparation and service of the food as well as the cleaning incident thereto. This also includes dish washing, care of store room and of the dining room and kitchen. The problems arising in planning the food unit of a residence hall are more complex and affect more directly the comfort and well being of the cooperating students than those in the other two units. For that reason a detailed study of the matter seems advisable.

The purpose of this study is to suggest a plan of organization in the food unit of a cooperative residence hall, budgeting the income in terms of money and services so as to promote resourcefulness and to bring financial gain for the students and at the same time to maintain college standards.

REVIEW OF LITERATURE

In 1887, we find the first record of college students living as a group and sharing the responsibilities of work and expenses. Soper (5) wrote in that year, "How Six College Girls Kept House," each student giving seven hours a week of her time and paying \$3.50.

There is little interest indicated in the subject for the following 30 or more years in so far as available

articles or reports show. A report of cooperative living by college students was published in 1925 by the Madison Branch of the American Association of University Women (6). This report was a survey of cooperative residences for women students in colleges and universities eligible to membership in that association. It showed that some type of cooperative residence hall was being operated for students at George Peabody College, Jackson College, Mount Holyoke College, Smith College, Tulane University, Sophie Newcomb College, Wellesley College, and the State Universities of Illinois, Indiana, Kansas, Michigan, Minnesota, Wisconsin, and Montana. These halls, with the exception of two which were leased, were owned by the institutions. Each hall had its own method of organizing the work procedure. The average time the student gave to the performance of her cooperative duties was about 50 minutes each day. The work done by the students in the various halls included food preparation, table service, door service, cleaning, dish washing, and laundry. The methods of selecting students to reside in these cooperative houses differed at each college and university. Some institutions selected them on scholarship; six colleges had pecuniary need as the sole prerequisite; and others left the selection to the dean of women, the advisory council, or house director and resi-

dents. Certain race restrictions were mentioned by one or two. Scholarship of the students living in these cooperative halls ranked average or above the average of the students who lived in other organized houses of the same universities and colleges.

One of the most recent reports of a cooperative resident hall is described by Gribskov (1), 1933. Her study deals with the organization and operation of two Iowa State College cooperative residence halls for women, the management of which is under the direction of a member of the institutional economics faculty. These residents perform all of the tasks of the office and food department, and, with the assistance of a janitor, do all of the necessary house cleaning. The students are divided into groups which rotate on the basis of a five-week cycle, with definite time schedule in which to perform the assigned tasks. In 1932 those participating in the cooperative plan at Iowa State College paid for board a weekly rate of \$2.50 plus seven hours in labor. The amount paid for room rent was the same as that paid by residents in other halls on the campus. The women living in these cooperative halls enjoy the same social life and maintain as high scholarship and honor records as do the women living in other college halls. This indicates that cooperative living apparently does not

interfere with regular college work and extra-curricular activities.

Handy (2), 1934, reports that colleges are now erecting buildings adapted to cooperative living. The University of Chicago and Sophie Newcomb Memorial College in New Orleans operate halls of this type. Several fraternity houses (2) built by Northwestern University are another type of cooperative residences for men. These are under the supervision of the University administration and have proved to be successful.

Roth and Baillie (4), 1934, wrote how Battle Creek College helps students living in the residence hall to finance their college education by having them take over most of the work previously done by full-time employees, paying the students on an hourly basis for service rendered. The only employees who are not students are the director, cashier, head cook, janitor, and night watchmen. All the work in the food unit is done by the women students and two men students with the assistance of the head cook.

"Housing College Students" (3), 1934, a recent book, published by the American Association of University Women, lists 25 colleges and universities where there are cooperative houses, some of which are under the supervision of the institution. This book reports the preliminary

findings of the Harmon Foundation survey of cooperative houses. The complete report is not yet available, but will be published when returns from the questionnaire are complete.

At Kansas State College* there has been for some time considerable interest among the students in some sort of a cooperative house that would make possible lowered living costs. Some sporadic attempts at cooperative housing were attempted by small groups of students, without, however, being sponsored by the college. In the fall of 1933 it was decided to place Van Zile Hall, the woman's residence, on a dual basis, providing by careful planning both for the girls who wish to share in the cooperative work of the hall and thus receive a lowered charge, and for the girls who wished the usual non-cooperating dormitory life.

The cooperative student paid for board and room \$4.25 a week; those not cooperating paid \$6.50.

Sixty-eight of the 110 residents took advantage of this opportunity during the first semester. They were divided into six groups which rotated weekly on house and meal duties. The work averaged an hour a day for each student during five weeks of the cycle; during the sixth week, she had no responsibilities.

*Report on file in the Department of Institutional Economics.

Previous to the adoption of the cooperative plan, four full-time women cooks and nine to twelve student helpers were employed. Under the cooperative plan the women students do all preparing and serving of food, cleaning, and dishwashing with the assistance of two boys who operate the dishwashing machine and do the heavy lifting and cleaning three hours daily in return for three meals.

One girl weighs or measures ingredients for recipes so that when the cooks report for work they find materials ready to be combined. This saves much time and insures uniform products.

Under the cooperative plan at Kansas State College the same food standards and service have been maintained as in previous years. Although plans were made in detail for handling all the work of the residence hall on a cooperative basis, the time between the inception of the plan and its inauguration was too brief to permit that detailed study of the matter desirable from the standpoint of good organization.

PROCEDURE

A study of the plan for a cooperative residence hall, which would include organization charts, forms, and budgets seemed essential to the success of the cooperative effort.

This study was undertaken by the investigator during the academic year 1933-1934 under the direction of the Department of Institutional Economics. During the time of the study the investigator was in residence in the hall as assistant director of the food service. The plan for the cooperative administration of the hall was first carefully outlined, including job analyses, forms, and charts. It was then put to the test of its actual operation, and revised as necessary.

The present plan resulted from the repeated revision of the first plan during nine months of a laboratory testing on the job. It presents a workable scheme for a cooperative organization of the food service in a residence hall.

A checking sheet for vocational experience was given to each student participating in Van Zile Hall in the cooperative plan at the beginning of the period (Chart I-a). The results of these sheets indicate that previous training and experience in food preparation need not be a prerequisite to the successful operation of such a plan (Chart I-b).

Chart I-a. Checking Sheet for Vocational Experience

I. Name _____

II. Major in college _____

III. Year in college _____

IV. Experience in food preparation.

1. In the home (much, little, or none) _____

2. Outside the home (much, little, none) _____

Place

a. _____

b. _____

c. _____

Type of work

a. _____

b. _____

c. _____

V. Training in Home Economics

1. 4-H Club work

a. How long _____

2. In high school

a. Courses

First year _____

Second year _____

Chart I-a cont'd

Third year _____

Fourth year _____

3. In college

a. Courses

1. _____

2. _____

3. _____

4. _____

VI. Remarks

Summary Report

Chart I-b. Checking Sheet for Vocational Experience

I. Major in college	No. of students
Commerce	1
Food Economics and Nutrition	41
Institutional Economics	7
Journalism	4
General Science	6
Mathematics	1
Music	2
Physical Education	2
Public Speaking	1
Social Science	1
Special	1
Total	68
II. Experience in Food Preparation	
In home:	
Much	35
Little	32
None	2
Outside home:	
Type of work	
Church suppers	
Harvest cook	
Family cook	

Chart I-b cont'd

No. of students

Soda Fountain

Amount of work

Much	19
Little	15
None	34

III. Year in college

Freshmen	30
Sophomores	13
Juniors	12
Seniors	8
Graduates	5

IV. Training in Home Economics

4-H Club Work

One year	3
Two years	2
Three years	2
Four years	2
Six years	1
Eight years	1

In high school

One-half year	3
One year	31
Two years	19
Three years	1

Chart I-b cont'd

No. of students

In college

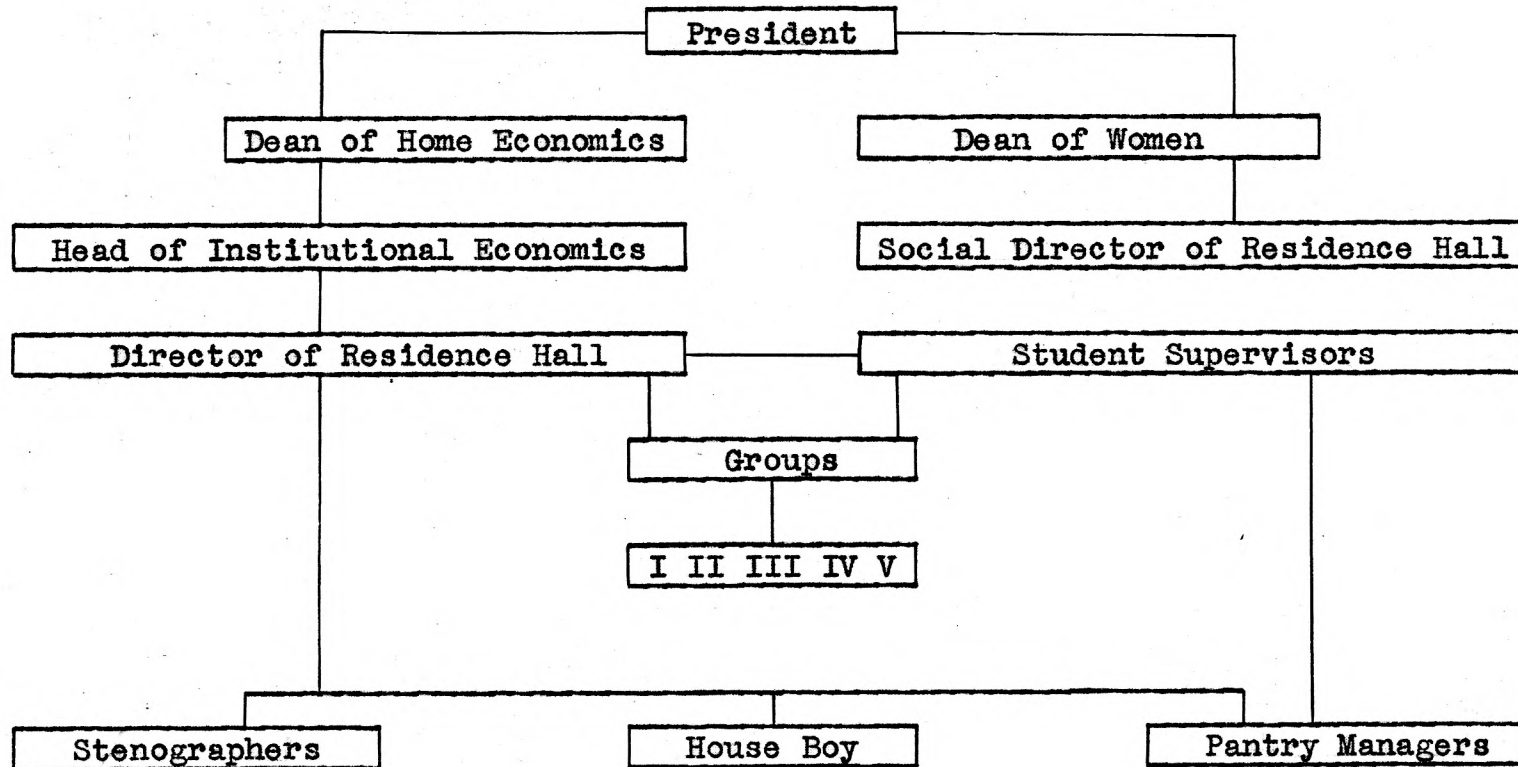
Food and Nutrition	35
Dietetics	6
Institutional Economics	7

DISCUSSION

The discussion of a food unit of a cooperative plan may be effectively presented under consideration of the following heads: The supervision given as determined by the personality and training of the director, the work to be done, the budgeting of the time and money available, the records to be used and kept, and the room or rooms in which the work is done.

Much of the success of a cooperative plan in a residence hall depends upon the personality of the director and the kind of supervision she gives the students. This director should be a member of the faculty as well as a trained dietitian and house executive. Her training should insure an opportunity for the students to develop a well integrated personality and maintain the standards of the college or university. If there is a division of home economics on the campus the director should be a member of the faculty of this division. (Chart II.) This will enable the department of institutional economics to use the cooperative residence hall as a laboratory for the training of students majoring in this department and will put it on the same educational basis as other laboratories in the home economics division.

Chart II. Suggested Organization Chart



The director's duties will include the budgeting of the income in terms of money and services and the organization and supervision of the operation of the hall. The director should plan the menus to be used so that they meet the requirements of an adequate diet of the group to be served at a cost within the food allowance of the budget. They should be compiled at least one week in advance. Because of the inexperience of the student workers and the limited time in which they have to work, care should be taken to plan menus which may be easily prepared and served (Form 1).

The director in fulfilling her managerial duties, such as budgeting the services of the students, will find certain record blanks to be useful. A copy of each student's class schedule should be filed according to the group to which he or she belongs as well as a record of the duties and working time assigned to each student. A memorandum of assigned duties should be given to the student. Forms 2, 3, and 4, respectively, are suggested for these records.

Form 1

Suggested Menus

Residence Hall _____ Week beginning Monday _____ 1934

	Breakfast	Lunch	Dinner
Monday	Tomato Juice Rice Flakes Bacon Wholewheat Toast Butter Coffee, Cocoa, Milk	Corn Pudding with Green Pepper Head Lettuce Mayonnaise Bread Butter Ambrosia Chocolate Cookies-Milk	Link Sausage Mashed Potatoes Buttered Spinach Bread Butter Butterscotch Pie
Tuesday	Oranges Oatmeal Cinnamon Toast Coffee, Cocoa, Milk	Potato Salad Peanut Butter-Jam Sandwiches Pears Cocoa	Swiss Steak-Gravy Steamed Potatoes Buttered Cabbage Wholewheat Rolls Fruit Cup
Wednesday	Grapefruit Branflakes Date Muffins Coffee, Cocoa, Milk	Salmon Salad Creamed Peas Raisin Bread Caramel Bread Pudding Milk	Breaded Pork Chops Scalloped Potatoes Fried Apples Bread Butter Toffee Ice Cream
Thursday	Bananas Cornflakes Poached Eggs on Toast Coffee, Cocoa, Milk	Cabbage Au Gratin Sliced Tomatoes Corn Bread Rice Pudding-Cream Milk	Roast Beef-Gravy Horse Radish Buttered New Green Beans Head Lettuce Salad 1000 Island Dressing Rolls Fruit Jello-Whipped Cream

Form 1 cont'd

	Breakfast	Lunch	Dinner
Friday	Steamed Prunes Puffed Wheat Buttered Toast Jam Coffee, Cocoa, Milk	Cream of Tomato Soup Crackers Butter Cottage Cheese Salad Apple Cobbler Cream Milk	Baked Fish Lemon Sauce Buttered Carrots Creamed Potatoes Cabbage, Pineapple, Marshmallow Salad Bread Butter Spice Cake
Saturday	Orange Juice Quaker Crackels Honey Cornflake Muffins Coffee, Cocoa, Milk	Scalloped Potatoes with Cheese Green Bean Salad Apricots Cookies Milk	Meat Loaf Harvard Beets Scalloped Corn Rye Bread Butter Pineapple Jam Cherry Pecan Ice Cream
		DINNER	TEA
Sunday	Grapefruit Wheat Crispies French Toast Jelly Coffee, Cocoa, Milk	Baked Ham Glazed Sweet Potatoes and Apples Creamed Celery Tomato Ice - Rolls Angel Cake - Strawberry Fluff Coffee	Fruit Salad Buttered Toast Ice Box Pudding Cocoa, Milk

In the suggested plan for a cooperative residence hall it is recognized that there are certain duties that include the bulk of the work which can be rotated without any particular risk, and that there are certain other duties, either supervisory or else requiring special skills, that are more effectively handled by continuous service. Of the 100 students participating in the proposed plan, 90 are assigned duties in the first class. These are divided into six groups with 15 students in each group, operating on a six-weeks cycle. The six groups are designated as Group I, II, III, IV, V, and VI. Each week three of these groups are responsible for preparing and serving breakfast, luncheon, and dinner, respectively; two groups are responsible for office and house duties; and the sixth group rests. A change of duties for each group is made each Monday. The remaining 10 students serve as student supervisors, pantry managers, and stenographers. (Chart III.)

The group whose responsibility is to prepare and serve the food is composed of 4 cooks, 2 vegetable workers, 2 kitchen assistants, and 7 waitresses. A work sheet outlining the duties pertaining to his or her assignment is given to each student. The work sheet for each individual is derived from a job analysis of the larger task. For example, Chart IV a-c presents the job analyses of preparing, serving, and cleaning up of breakfast, luncheon, and dinner.

Chart III. Organization of Cooperative Groups

Date	Breakfast	Office	Luncheon	House	Dinner	Rest
Feb. 1- 8	Group I	Group II	Group III	Group IV	Group V	Group VI
Feb. 8-15	Group VI	Group I	Group II	Group III	Group IV	Group V
Feb. 15-22	Group V	Group VI	Group I	Group II	Group III	Group IV
Feb. 22- 1	Group IV	Group V	Group VI	Group I	Group II	Group III
Mar. 1- 8	Group III	Group IV	Group V	Group VI	Group I	Group II
Mar. 8-15	Group II	Group III	Group IV	Group V	Group VI	Group I

Chart IV-a. Job Analysis

Breakfast

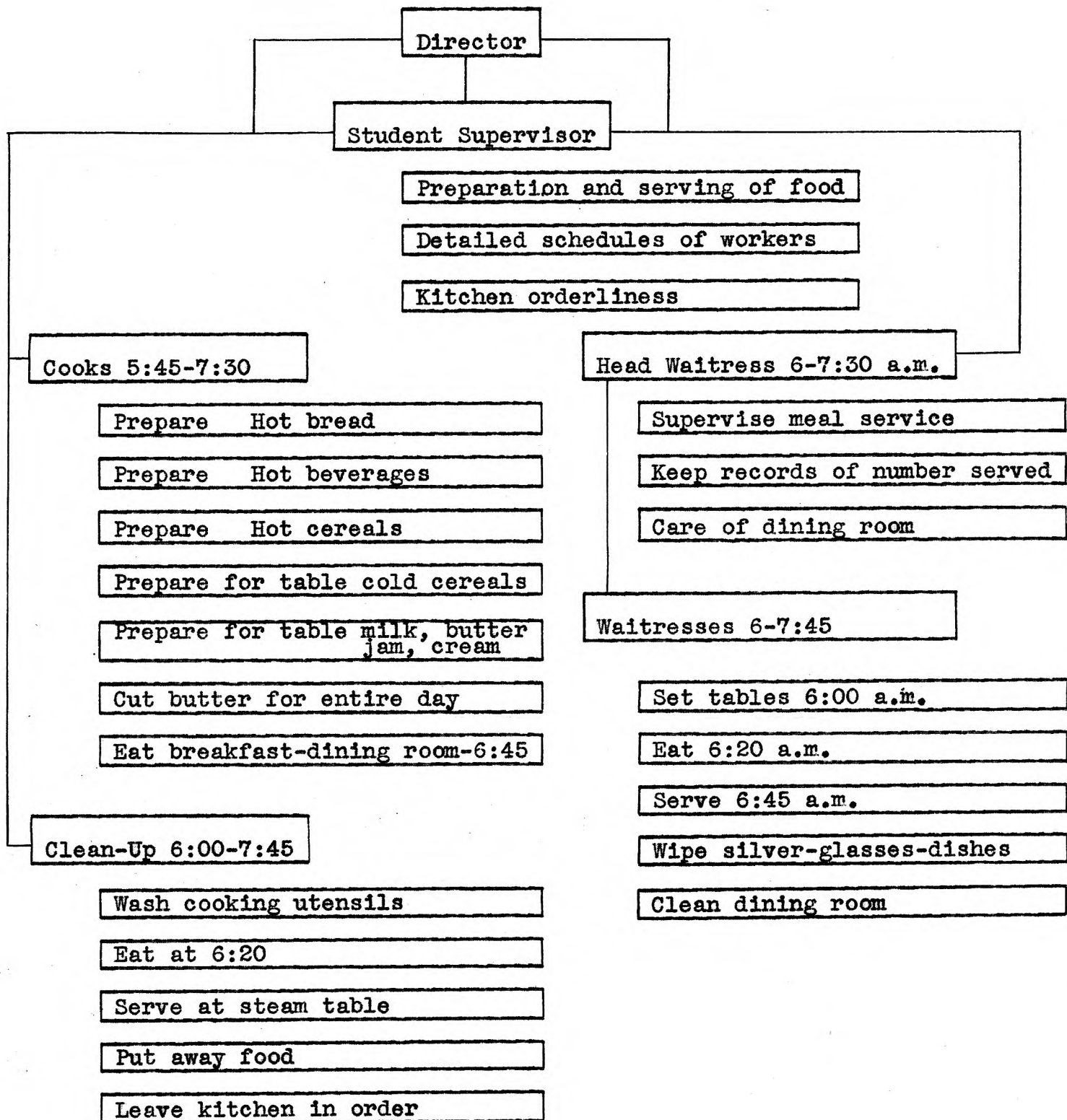


Chart IV-b. Job Analysis

Luncheon

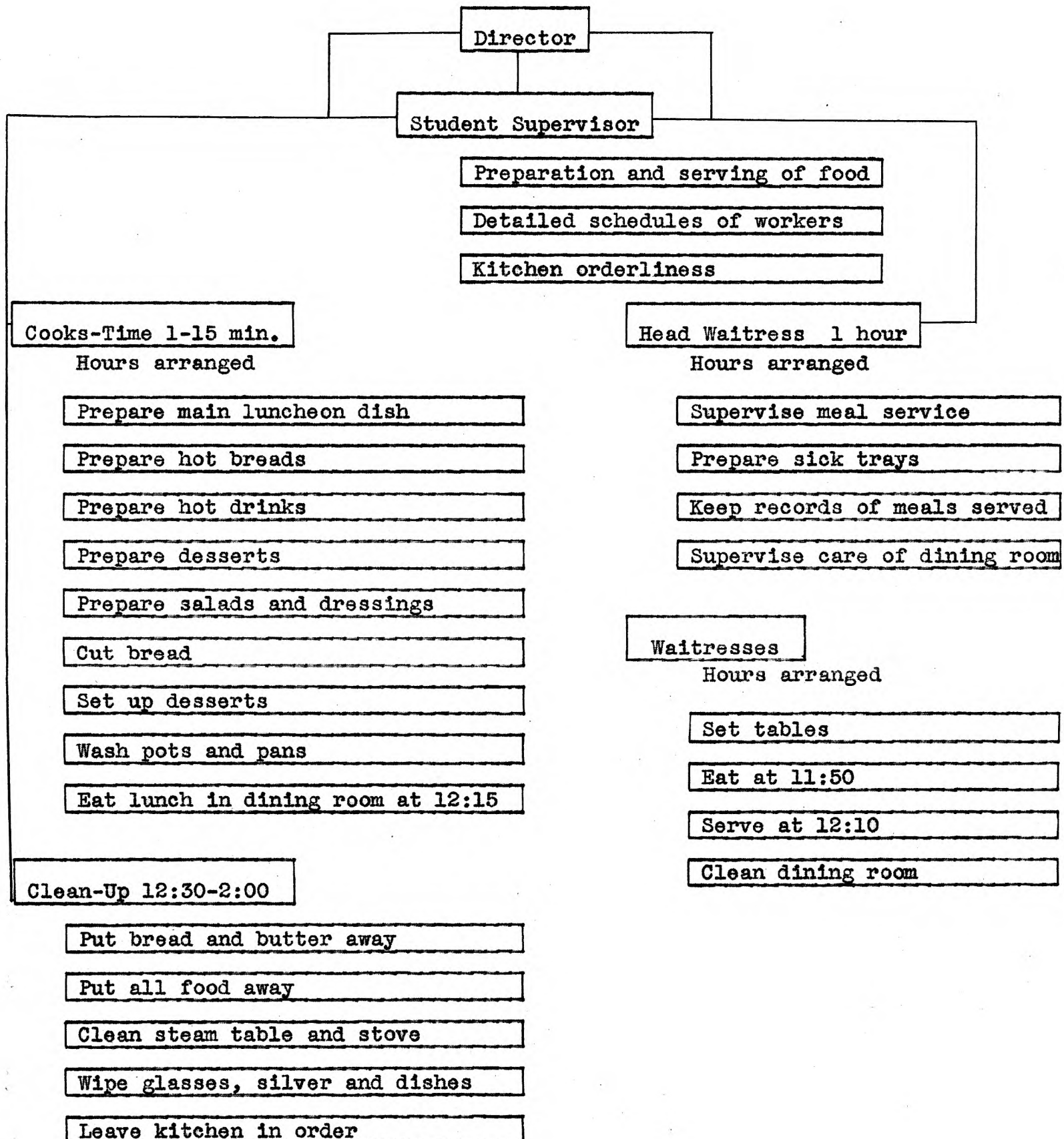
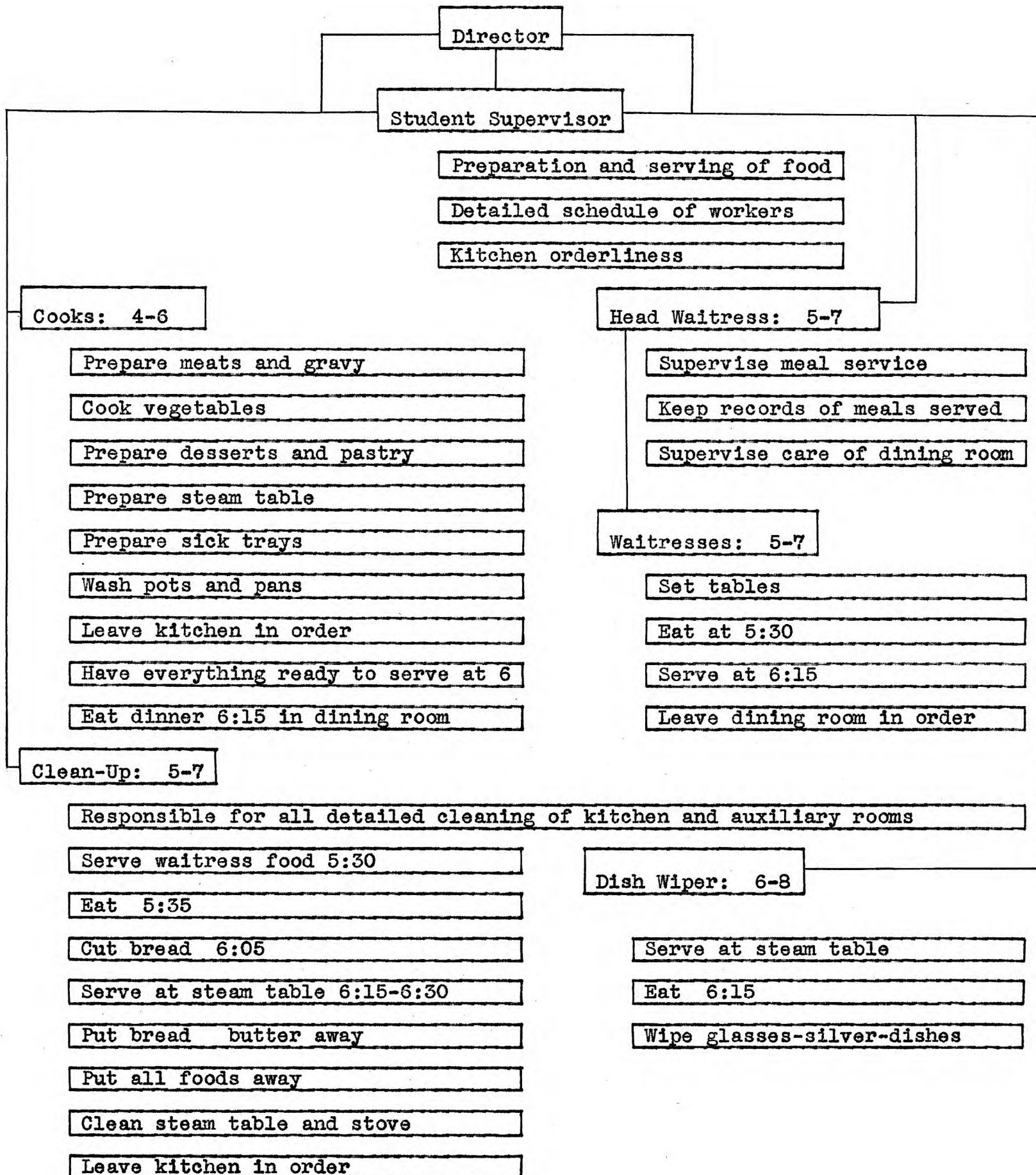


Chart IV-c. Job Analysis

Dinner



The work sheet for the breakfast cooks includes detailed specifications drawn up with due consideration for a specific menu (Chart V).

The pantry managers are charged with the responsibility of receiving and issuing supplies. This includes charge of the store room, from which goods are issued only on requisition, as well as charge of such pantry supplies as sugar, flour, salt, and flavorings.

The director furnishes the pantry manager with store room requisitions, recipe orders, and the recipes in terms of weight or measure (Forms 5, 6 and 7). The two pantry managers fill all store room requisitions and weigh, or measure and assemble, all ingredients called for in each recipe to be used by the cooks during the day's food preparation. This practice tends to insure excellence in the finished product as the inexperienced cooks are responsible only for the combining of the ingredients and the cooking. The pantry managers assist the director with daily and monthly inventories (Form 8).

A daily as well as a monthly record is kept of the number of residents, guests, and staff served (Forms 9 and 10). The head waitress knows in advance the number of guests to be served at each meal, the table at which they are to be seated, and keeps a record of the number of guest meals served (Form 11).

Chart V. Detailed Job Analysis for Breakfast Cooks

First Cook: 5:45-7:15

Prepare cocoa

Heat milk add to cocoa

Heat water for coffee

Make coffee in urn

Prepare steam table

Place cups in steam pans

Prepare bacon and eggs

Eat breakfast 6:45

Return to kitchen, clean floor and range

Work finished 7:15

Second Cook: 5:45-7:15

Skim milk

Fill cereal and coffee creamers

Fill cereal dishes

Fill jells or jam dishes

Fill 2 large pitchers with milk

Eat breakfast 6:45

Put away milk, cream, cereal, jell

Dry glasses, silver

Work finished 7:15

Form 7

Recipe

Fudge Cake

Ingred- ients	Amount	Weight	Yield	Number of servings	Baking		Remarks
					Time	Temperature	
Fat		8 oz.	2 cakes	50	20 min.	325°F.	
Sugar		2 lb. 8 oz.					
Eggs		10 oz.					
Sour milk		1 lb. 8 oz.					
Flour		1 lb. 8 oz.					
Hot water		12 oz.					
Cocoa		3½ oz.					
Soda		¾ oz.					
Cinnamon		¾ oz.					
Salt		1/8 oz.					

Directions: Pour hot water over cocoa, soda, and cinnamon. Set aside to cool. Use method for mixing Standard Butter Cake, using the cocoa mixture for first portions of liquid. Pour into oiled cake tins.

[illegible][illegible][illegible]

Form 10

Monthly Record of Meals Served

Month	No. of regular residents	No. of residents served	No. of guests served	No. of meals served
Sept.				
Oct.				
Nov.				
Dec.				
Jan.				
Feb.				
Mar.				
April				
May				
June				
July				
Total				

A cooperative residence hall will have at least two sources of income, the cash paid and the services contributed by the residents. The accepted hourly wage paid to students elsewhere on the campus should be the basis for payment for these services. The sum of these two kinds of payment should equal, approximately, the amount which would be charged for board and room if the hall were operating entirely on a cash basis. The operation and maintenance of any type of residence hall usually includes the cost of food, labor (managerial, regular, and student), operating (heat, light, water, rent or interest), laundry, office supplies, cleaning supplies, repair and replacement, and depreciation. Obviously, of these expenses, only the amount spent for labor other than managerial may be paid in labor by inexperienced students. This amount usually equals approximately, 20 per cent of the total expenditures and provides the basis on which income and services should be budgeted.

A budget of the income showing the per cent of money to be spent for the various items is a part of the organization of a cooperative residence, for upon the correct division of income will depend much of the success of the plan. The ratio between income and amount of service given by each resident, the cost of foods, the type of

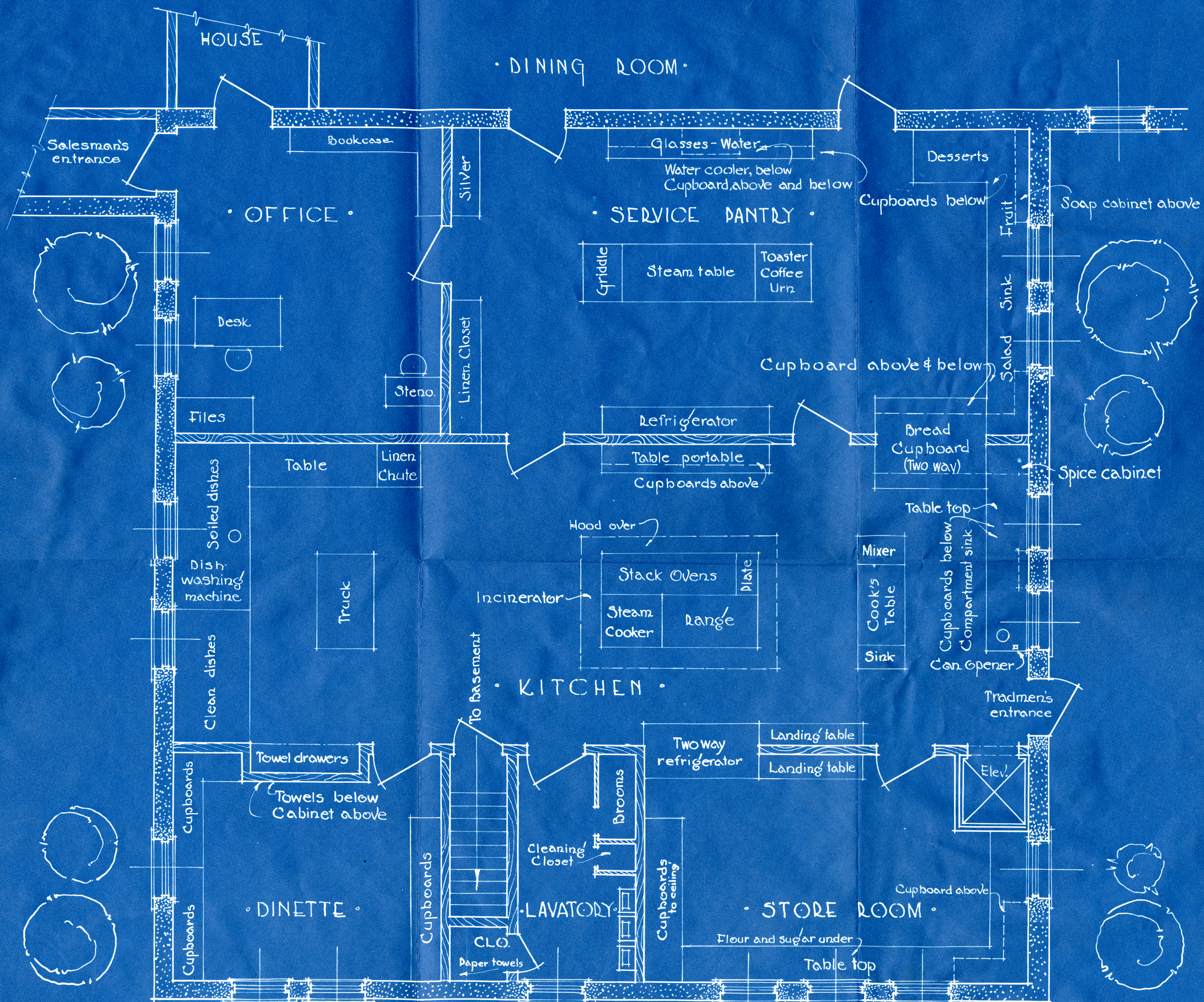
building, the repair and operating costs, the adequacy and convenience of the equipment, the type of service and the group to be served influence the division of income. Because of these varying factors no certain percentages would hold for all situations.

In the proposed plan it is suggested that the business office of the institution handle all money, collect fees, and pay all bills endorsed by the director.

The residence hall in which this cooperative plan was tested had been planned for a non-cooperative dormitory. There were numerous points in arrangement and equipment in which it differed markedly from an ideal situation. Further, some changes in lighting and ventilation seemed desirable. The size and the location of the kitchen and of the auxiliary rooms of the present study were planned to serve 100 residents and to render a type of service which would be efficient for a cooperative plan. (Figure 1.)

Some of the points which were given special consideration and some of the specific recommendations follow:

The equipment and its arrangement should enable workers to prepare and serve the food to this number in the time allowed with the least amount of effort. Not only is the placement of the equipment considered, but also sufficient working room is assured to prevent waste space and long lines of travel.



° KITCHEN COOPERATIVE-RESIDENCE HALL.°
— Scale 1/4"=1'-0" —
ALICE B. MARSH

Natural and artificial light is important in a kitchen. In this plan natural light is sufficient during the day, since all units are placed near the windows. Group artificial lighting on separate switches for night work provides light for the different units of work.

Good ventilation is essential in institutional kitchens, and in this plan it is secured, both for the kitchen and the service pantry, by means of an electric ventilating system installed in the ceiling.

In the plans as drawn, the walls between the dining room and kitchen are sound proof. All surfaces are smooth finish and non-absorbent and the construction and installation of equipment are such that they will render the kitchen dirt and vermin proof.

The salad, dessert, and fruit preparation units in the service pantry are served by the refrigerator in that room. The linen and silver cupboards, and the glass cupboard with circulating water cooler underneath it are on the opposite sides of the service pantry. This makes it possible for the waitresses to set up tables without crossing the path of other workers. From the steam table, placed in the center of the serving pantry, breakfast is served cafeteria style, and the hot foods for the other two meals are supplied to the waitresses. A portable truck placed near the

steam table carries trays, silver, and napkins for the cafeteria service.

The pastry unit, bread cupboard, cooks' table, vegetable table, and sink, where pots and pans are washed, are near the range, ovens, mixer, and refrigerator--an arrangement which makes for efficiency and speed. The vegetable peeler is installed in the basement where all vegetables are stored and prepared. A ventilating fan is in the vegetable room.

A dinnette desirable in any residence hall as a place for the waitresses and student supervisors to have the same service as is given in the dining room is provided.

The dining room (3) is the room in which the residents gather three times a day not only for food but also for relaxation and part of their social life. Residence hall living is group living, and therefore every effort should be made to give the meal service an atmosphere of home. Much thought and care should be given to the importance of the dining room's construction, light, ventilation, decorations, and furnishings. The floor should be sound proof and constructed of a material which is easily cared for and safe for the waitresses in serving.

The office of the director should be located so as to be accessible to the house and food unit.

SUMMARY

1. For the successful organization and operation of a co-operative residence hall it is desirable to have:
 - (a) A director who is adequately trained in dietetics, institutional economics, and personnel management.
 - (b) A kitchen of convenient size and equipment well placed.
 - (c) The money income and services of those participating budgeted properly.
2. Previous training and experience in food preparation by those participating in the plan are not necessary if the director is trained.

ACKNOWLEDGMENT

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